

## Goal at a Glance

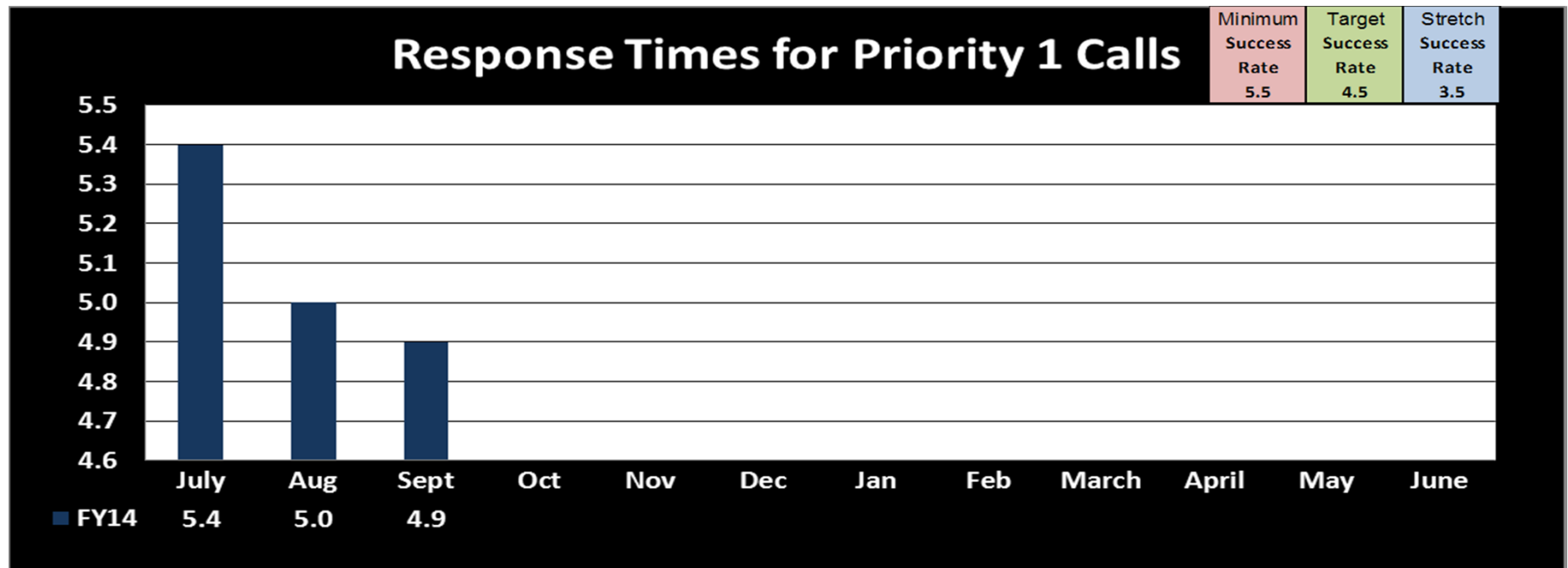
## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #1: Enhance Safety Throughout the City**

**Objective 1-1: Maintain response times to Code 1 calls in the range of 5.5 – 4.5 – 3.5 minutes.**

### Performance Indicators Success

- **Importance :**  
Code 1 responses are calls where there is an incident in progress with a potential threat to life or bodily injury.
- **Measurement:**  
Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.



## Goal at a Glance

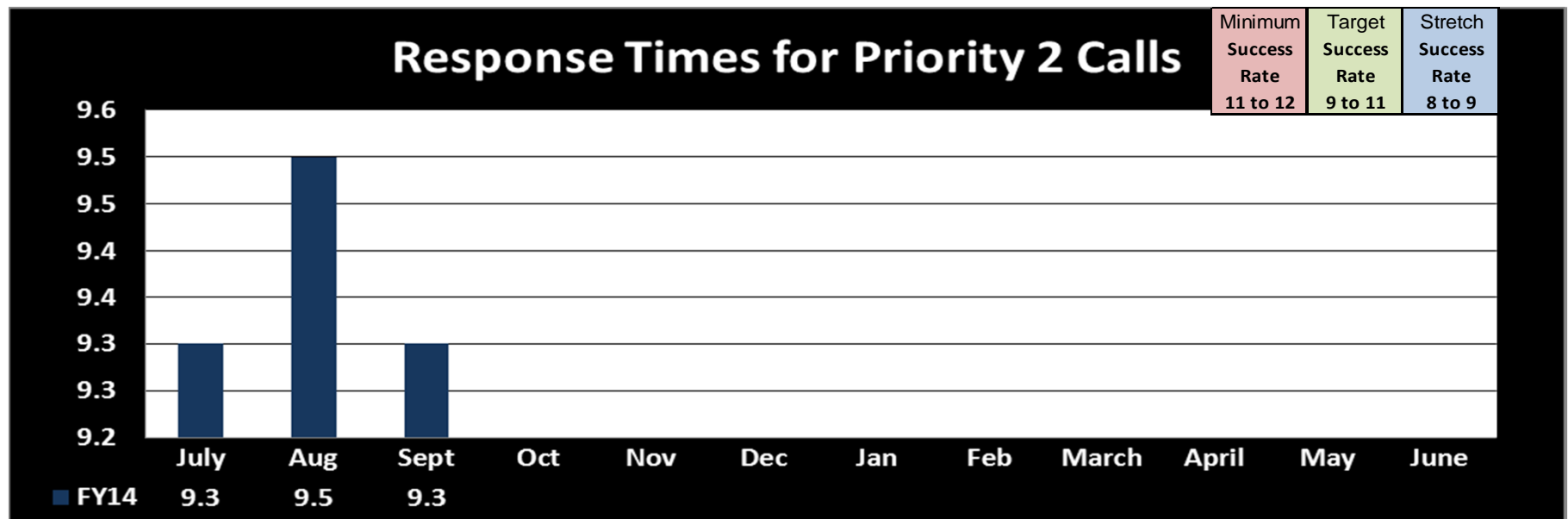
## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #1:** Enhance Safety Throughout the City

**Objective 1-2:** Maintain response times to Code 2 calls in the range of 11 – 9 – 8 minutes.

### Performance Indicators Success

- **Importance :**  
Code 2 calls deal primarily with in progress property crimes and/or a threat to human welfare, where an urgent response is warranted.
- **Measurement:**  
Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #1: Enhance Safety Throughout the City**

**Objective 1-3: Obtain clearance rates that exceed the past 5 year average for Part 1 Crimes.**

**Performance is Below  
Expectation**

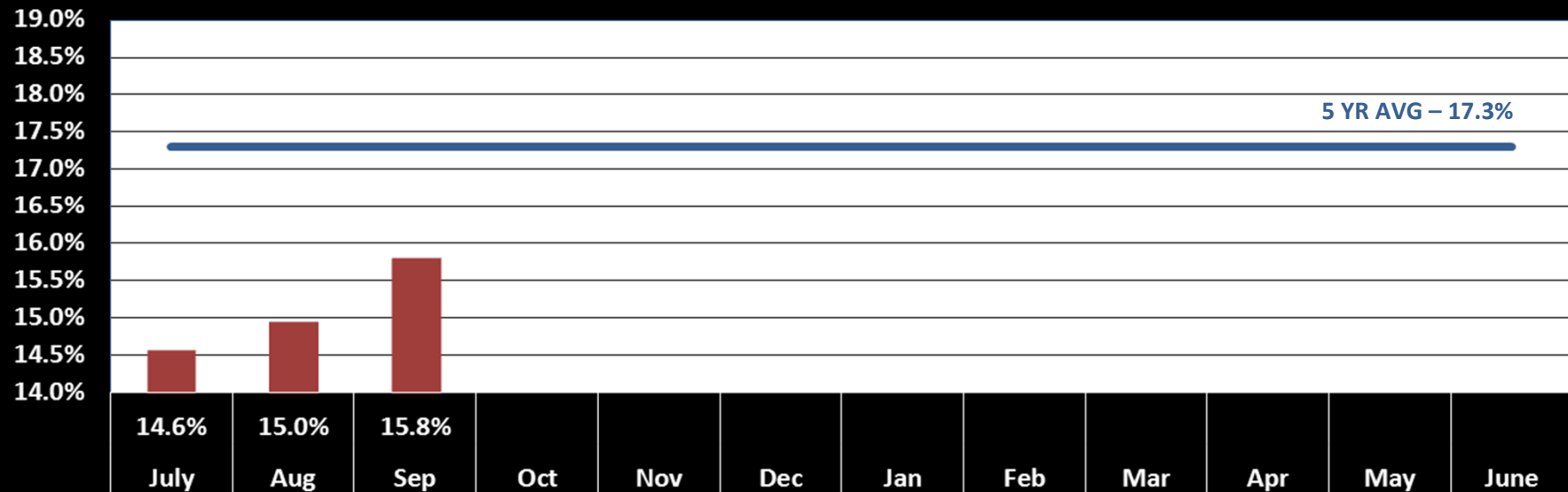
▪ **Importance :**

Solving crime will bring criminals to justice; reduce crime by eliminating the repeat offender, and bring some form of solution to the victims.

▪ **Measurement:**

Clearance rate as compared to the prior five year.

### Part 1 Crime Clearance Rate vs 5 Year Average



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #2: Continue Positive Police / Community Relations**

**Objective 2-1: Maintain or reduce the Part 1 crime rate at or below the 5 year average.**

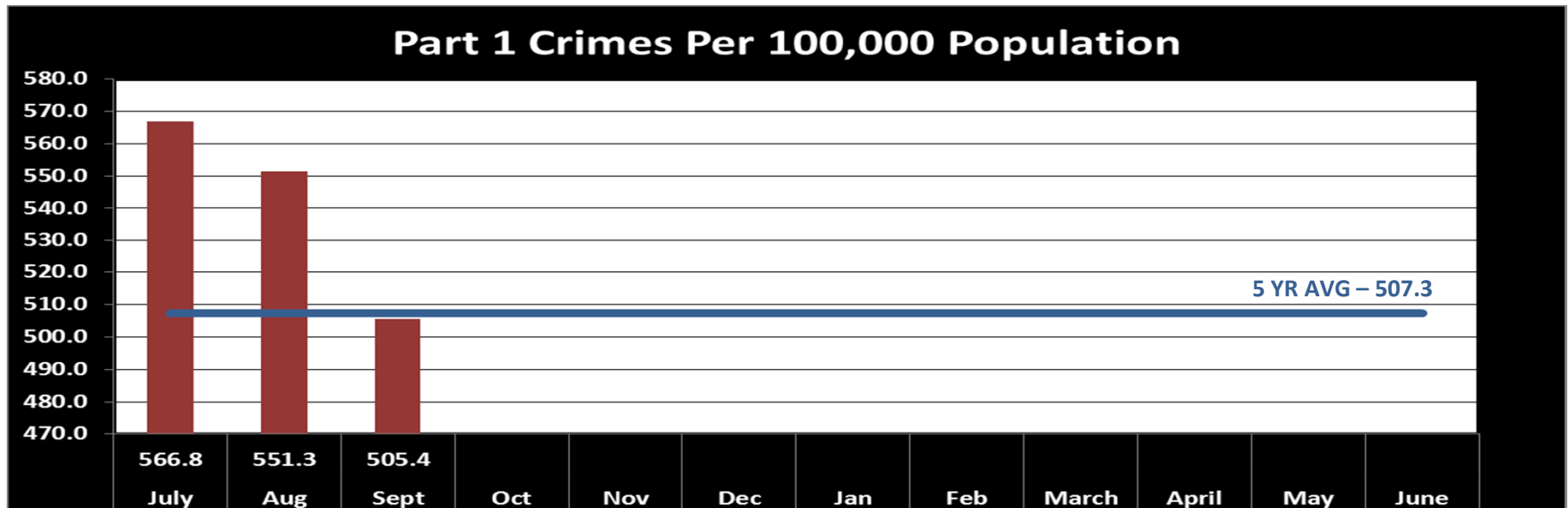
**Performance is Below  
Expectation**

▪ **Importance :**

One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment which is necessary for the economy to flourish.

▪ **Measurement:**

The number of Part 1 crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year. There was a 2.4% increase in the Part 1 Crimes per 100,000 population in FY13 as compared to the previous 5 year average.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #2: Continue Positive Police / Community Relations**

**Objective 2-2: Maintain weighted response times at or below the FY2013 average.**

**Performance is Below  
Expectation**

▪ **Importance :**

One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment; a safe environment is also needed for the local economy to flourish.

▪ **Measurement:**

The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

### Weighted Response Times vs FY13 Average



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #2: Continue Positive Police / Community Relations

Objective 2-3: Improve citizen satisfaction in all areas of the department as indicated by the Platform Study and other surveys.

No Reported  
Information

- **Importance :**

The public's attitude toward the police department and their perception of the fear of crime are important to the community attitudes and well being.

- **Measurement:**

The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

- **HPD Update:**

The Foundational Platform Study is a national, multiyear research project funded by the National Institutes of Justice (NIJ). The Study is multi-institutional project involving 25 agencies and numerous universities, administered in successive phases. The project is led by researchers from the University of Illinois-Chicago.

Citizen survey - In March, 2013 over 78,000 postcards were mailed to individuals that received a traffic ticket. As of July 1, 2013 only 180 surveys were completed. Due to the poor response, in the second quarter of FY14 letters will be sent to approximately 40,000 individuals that were crime victims, involved in an accident or received a citation requesting they take a survey on line (link provided on letter) or contact an 800 number.

Per the Rice Institute University Kinder Study, in 2013, 14.38% stated they were worried or somewhat worried of becoming a victim of a crime. This is a 4.88% decrease compared to 19.26% in 2012.

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #2: Continue Positive Police / Community Relations

Objective 2-4: Enhance community relations by building stronger lines of communication with a broader audience through a variety of social media platforms that are internet based, as well as adapting an interactive Web 3.0 environment for Smartphone technology.

### Performance Indicators Success

#### ▪ Importance :

Social Media provides ways to connect with the community and share useful and relevant information on numerous topics such as community events, volunteer programs, crime, etc.

#### ▪ HPD Update

- Web 3.0 - HPD did not receive approval for the Web 3.0 grant.
- Social Media - Below is information regarding social media for the FY14 1<sup>st</sup> quarter (July – Sept) :



Blog: recently started posting blogs. Eight (8) blogs were posted for the quarter and there were 10,646 page views in September



Facebook: Eight-seven (87) articles were posted and 43,723 likes were received



Instagram: Posted ten 10 grams and had 204 followers



Twitter: Sent 147 tweets and had 5,922 followers



Youtube: Posted fourteen (14) videos and had 1,293 subscribers



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #3: Ensure the Department's Accountability to the Public**

**Objective 3-1: Complete a recently commissioned comprehensive work demand analysis for patrol and investigative functions.**

### Performance Indicates Success

- **Importance :**  
To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.
- **Measurement:**  
Process milestones.
- **HPD Update:**  
The project is still in progress. PERF has completed its site research and is drafting a preliminary report. JUSTEX has completed compilation of data on investigative divisions. Nearly all patrol variables have been collected for inclusion in the Allocation Model for Patrol.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #3: Ensure the Department's Accountability to the Public**

**Objective 3-2: Continue the ISO 9001 Process for Crime Scene Unit and Records Division to ensure that the most efficient and best practices are being utilized.**

### Performance Indicators Success

- **Importance :**

This effort is vital to initiating a quality management system that will perpetuate continuous improvement a performance. This business model inherently fosters stakeholder ownership and a true sense of empowerment.

- **Measurement:**

Measurement for this effort will come in the form of documented process improvement and performance. Current criteria are used as a baseline for continuous and measured improvement.

- **HPD Progress:**

Implementation of the ISO quality management system began in the Records Division and Crime Scene Unit on March 8, 2013. Preparations continue to ensure that all aspects required for the independent third-party audit are in place which includes training Process Owners for audit readiness. All process SOPs in the quality management system for the Records Division and CSU will be internally audited prior to the formal third-party. As such, all recently updated SOPs (processes) have been reviewed and approved by the respective Assistant Chiefs. Similarly, requisite Management Review meetings continue to be held (monthly) so that the Crime Scene Unit and Records Division have an opportunity to report on their quality improvement progress.

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

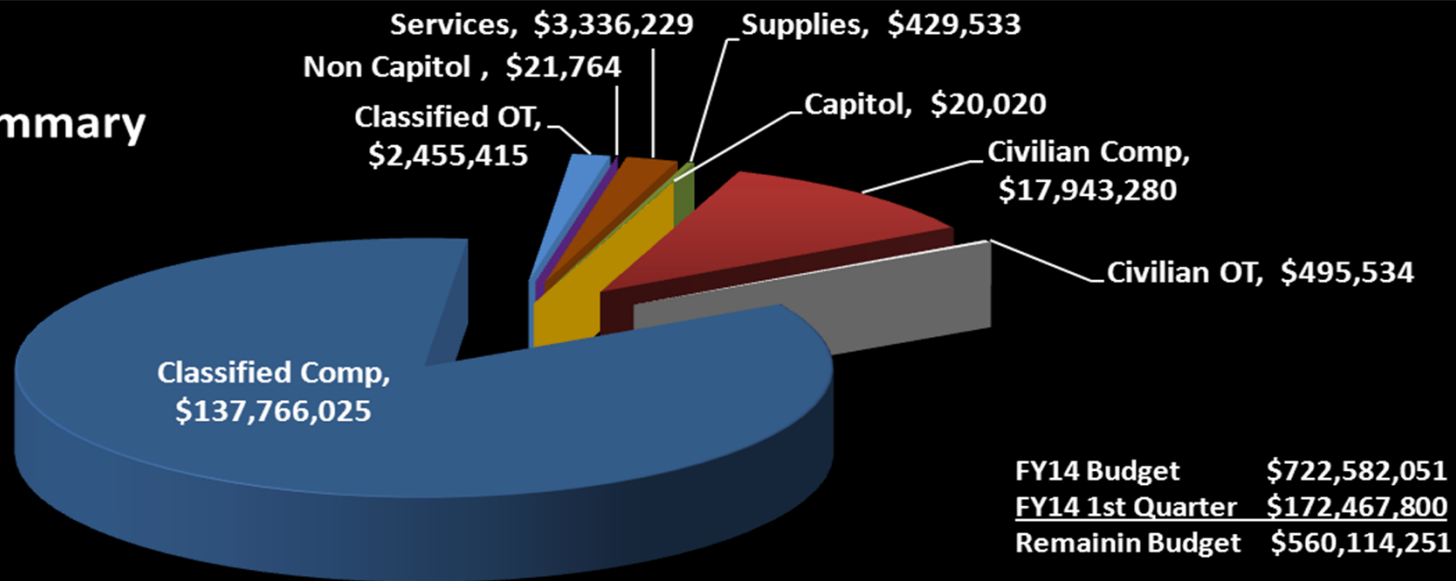
**GOAL #3:** Ensure the Department's Accountability to the Public

**Objective 3-3:** Exercise sound fiscal management in utilizing the funds provided by City Council.

### Performance Indicators Success

- **Importance :**  
To maintain the citizens' faith in the department's ability to manage the funds allocated to support the police departments mission.
- **Measurement:**  
Year to date current budget spending.

### FY13 Financial Summary



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #3:** Ensure the Department's Accountability to the Public

**Objective 3-4:** Conduct Post-Critical Incident Training for all sergeants, lieutenants, captains and civilian equivalents.

### Performance Indicates Success

▪ **Importance :**

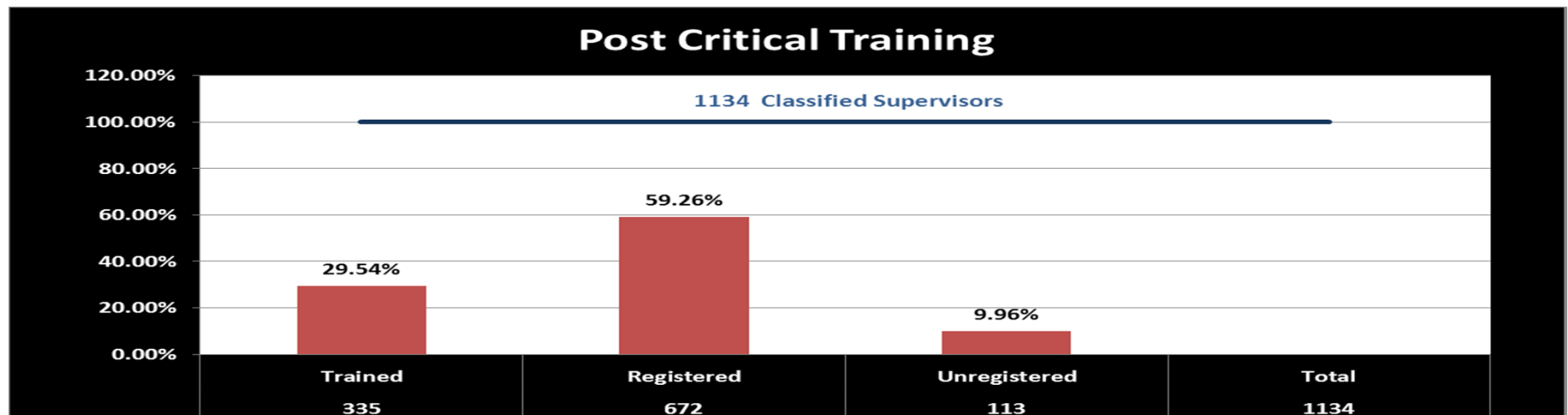
To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.

▪ **Measurement:**

Process milestones.

▪ **HPD Progress:**

There were fourteen (14) classes scheduled for the 2014 fiscal year. Three classes were conducted in September, eleven (11) classes remain for upcoming months. There are 1134 supervisors that need to complete the training. A total of 335 supervisors completed the training in September, 672 are currently registered for future classes and 113 have NOT yet registered to attend.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #4: Maintain/Increase Productivity

Objective 4-1: Exceed the 3-yr average of traffic stops conducted.

**Performance is Below  
Expectation**

▪ **Importance :**

Make our roads safer to travel and reduce traffic related injuries and deaths by removing impaired drivers from road and enforcing speed limits and rules of the road.

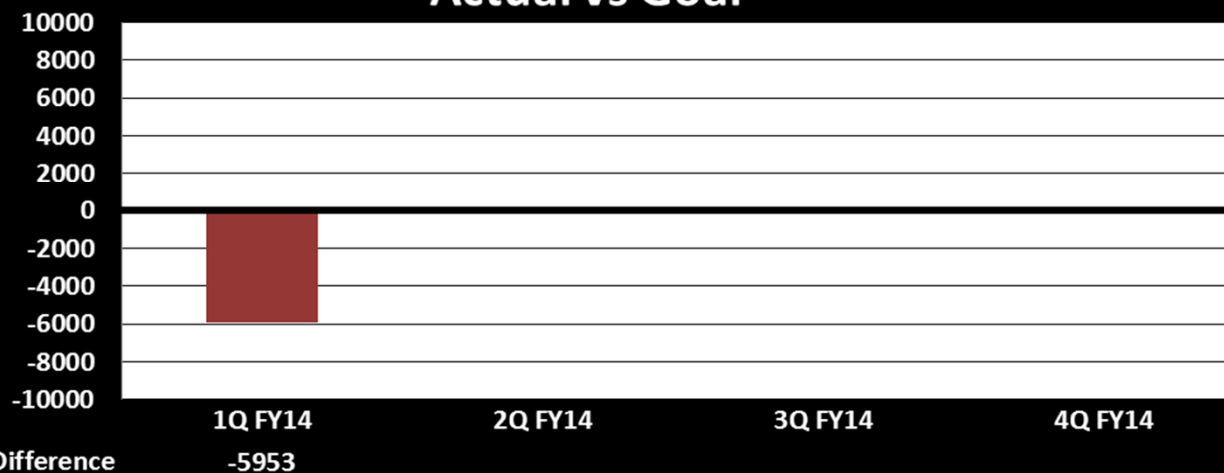
▪ **Measurement:**

Number of driver traffic stops reported on the racial profiling system (CY2010 – CY2012).

▪ **HPD Status**

The 1<sup>st</sup> quarter traffic stops (99,979) did not meet or exceed the 3 year average (423,728 per year /105,932 per quarter).

### FY14 Traffic Stops Actual vs Goal



|                 |         |
|-----------------|---------|
| FY 14 Projected | 399,916 |
| 3 Year Average  | 423,728 |
| Difference      | -23,812 |

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #4: Maintain/Increase Productivity

Objective 4-2: Exceed the 3-yr average of self-initiated investigations.

**Performance is Below  
Expectation**

■ **Importance :**

Patrol officers are able to detect and deter crime when they see suspicious behavior, observe a traffic violation, conduct a follow up investigation to gather information on a previous crime or look for suspects with outstanding warrants.

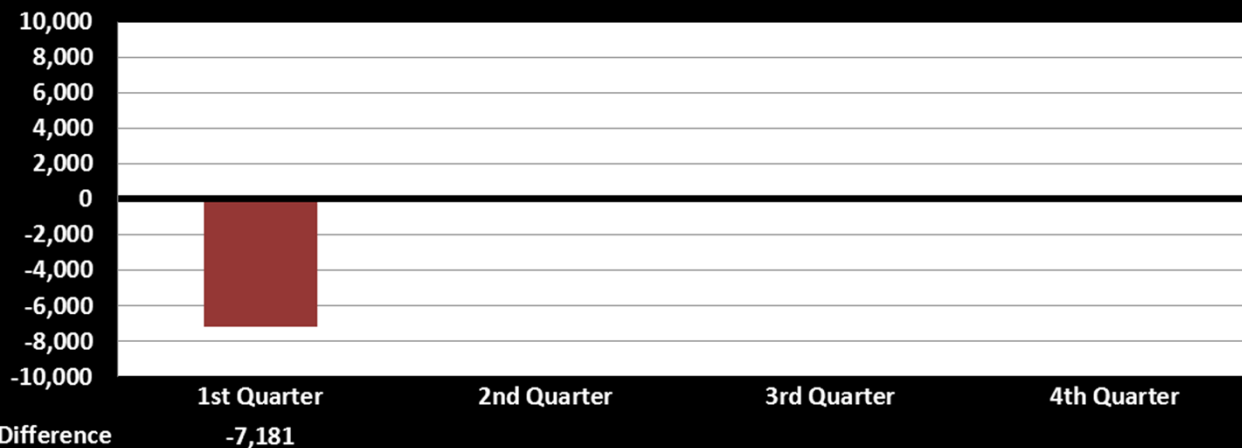
■ **Measurement:**

Statistics provided by the Emergency Communication Division (FY2011 – FY2013).

■ **HPD Status**

The 1<sup>st</sup> quarter investigations (50,756) did not meet or exceed the 3 year average (231,746 per year / 57,937 per quarter).

**FY14 Self Initiated Investigations  
Actual vs 3 Year Average**



|                 |         |
|-----------------|---------|
| FY 14 Projected | 203,024 |
| 3 Year Average  | 231,746 |
| Difference      | -28,722 |

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #4: Maintain/Increase Productivity

Objective 4-3: Increase the percentage of cases worked with pursuable leads.

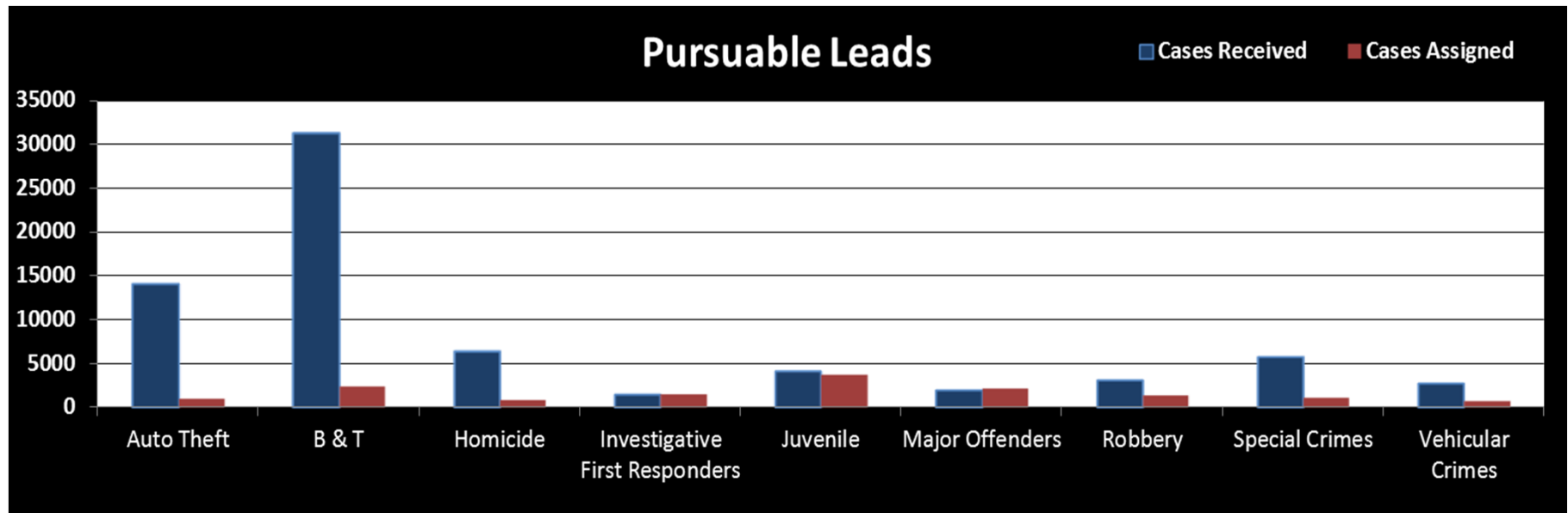
**Performance is Below  
Expectation**

- **Importance :**

Create a safe environment for the citizens of Houston.

- **HPD Progress:**

Due to the large number of cases and shortage of investigators, cases are prioritized for assignment based on the type of case (felony vs misdemeanor) type of lead (suspect name vs no name), severity of crime etc. Homicide – Major Assaults Unit has increased the number of cases assigned to investigators. Cases not assigned to officers are assigned to civilian support staff for contact and follow up.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

### GOAL #4: Maintain/Increase Productivity

**Objective 4-4:** Maintain capacity to respond to approximately 1.1M calls-for-service annually.

Performance Exceeds  
Expectations

▪ **Importance :**

Utilizing Teleserve, Patrol Desk Unit (PDU) and WebCop eliminates calls to dispatched, thus freeing patrol officers to respond to emergency calls quicker and to handle other duties.

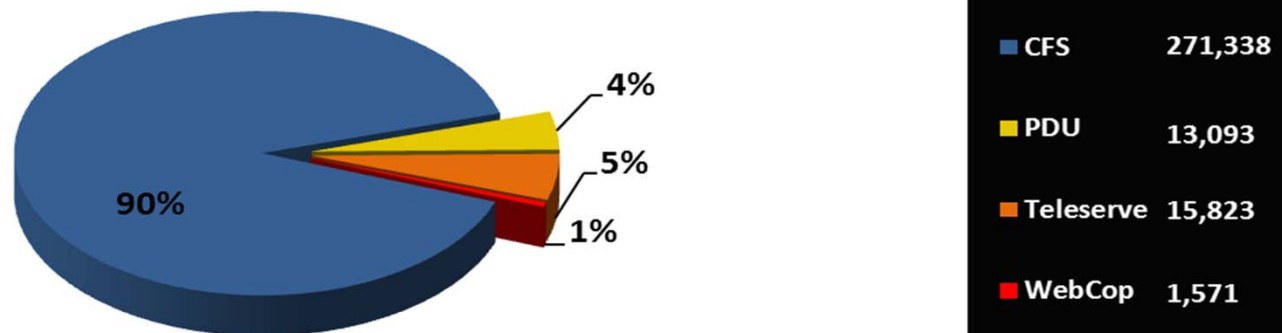
▪ **Measurement:**

The percentage of calls for service handled by PDU, Teleserve, and WebCop compared to patrol.

▪ **HPD Status:**

The 1<sup>st</sup> quarter of FY14, HPD handled 301,875 calls which will exceed the 1.1 million calls (275,000 per quarter).

### Calls for Service





## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

## GOAL #4: Maintain/Increase Productivity

**Objective 4-5: Maintain a positive property disposal rate (the amount of property returned to owners or disposed of is greater than the amount of property entered into evidence).**

## Performance is Below Expectation

- **Importance :**

The property room is at risk of exceeding its capacity and the quantity of the property stored needs to be disposed of or released.

- **Measurement:**

The amount of property received compared to the amount of property disposed of or returned to owners.

- **HPD Progress::**

The spike in August is due to the biological evidence transferred to the Property Room (formerly maintained by the Central Evidence Receiving which was part of the Crime Lab). During the 1<sup>st</sup> quarter of FY14, the Property Room received 25,278 items and disposed of 7,774 items.



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #5: Increase the Professionalism of Department Employees**

**Objective 5-1: Implement actions designed to reduce incidents of unacceptable or unwanted behavior.**

### Performance Indicators Success

- **Importance :**  
Professional behavior of police department employees is important in gaining and maintaining community involvement, public support and legitimacy of its actions.
- **Measurement:**  
Milestones of changes recommended by Discipline Committee and approved by the Chief.
- **HPD Progress:**  
Near completion of a more specific disciplinary matrix; provide a better definition of the disciplinary severity categories; develop a better education process to employees of the matrix; and develop methods to enforce supervisory documentation of misconduct and positive behavior.

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #5: Increase the Professionalism of Department Employees**

**Objective 5-2: Complete implementation of customer service message and standard protocols through various forums and delivery mechanisms to all employees within the organization.**

### Performance Indicates Success

- **Importance :**  
Provide employees with the tools to deliver professional and efficient customer service to the community.
- **HPD Progress:**
  - PowerPoint instruction guidelines were developed for Telephone Etiquette, Calls for Service, Traffic Stops, and Treatment of Citizens.
  - Customer Service campaign slogans and posters were developed
  - LMS roll call training videos were created and posted on LMS for all employees to view
  - Each division has designated a Customer Service Liaison
  - 31 Customer Service Suggestion Boxes were distributed to divisions that have frequent interaction with citizens. The divisions review the suggestions and address issues and concerns.

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #5: Increase the Professionalism of Department Employees**

**Objective 5-3: Develop a cadre of classified employees trained to deliver defensive tactics and tactical training concepts.**

### Performance Indicators Success

- **Importance :**

Ensure officers are prepared to handle diverse situations during their daily encounters with the community by providing them with life saving self-defense tactics.

- **Measurement:**

Statistics provided by the Training Academy

- **HPD Progress:**

The initial phase was focused on providing specific hands-on/scenario based training for patrol officers, who encompass approximately 54% of the classified personnel. As such, the Decentralized Patrol Training initiative was established to achieve this goal. Divisional instructors receive specific training from the Defensive Tactics and any other applicable specialized units. Divisional Instructors are assigned to each shift at every patrol division and are tasked with providing training which involves tactical concepts in the following areas: 1) searching of persons and vehicles 2) building searches 3) felony traffic stops & high risk vehicle approaches. In an effort to reinforce the hands-on/scenario based training, the Legal Services unit will provide instruction to all classified employees explaining the legal aspect of each of the aforementioned training sessions.

## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #5:** Increase the Professionalism of Department Employees

**Objective 5-4:** Develop more training opportunities for civilian employees versus FY13.

### Performance Indicates Success

- **Importance :**  
Employees need to possess certain training skills in order to promote and/or to complete their tasks efficiently and effectively improving their job performance and providing job satisfaction.
- **Measurement:**  
Statistics provided by the HPD Academy.
- **HPD Progress:**  
Civilian employees are able to attend a variety of classes at the HPD Academy, E.B. Cape Center, and online classes via LMS to enhance their skills and increase their opportunity for advancement. The increase in August, 2012 was due to the onset of Roll call videos.

### Civilian Training FY13 vs FY14



## Goal at a Glance

## Houston Police Department Performance Goals 1<sup>st</sup> Quarter FY14 Report

**GOAL #5: Increase the Professionalism of Department Employees**

**Objective 5-5: Develop a process to email civilian job postings to department employees.**

**Performance is Below  
Expectation**

- **Importance :**

Ensure civilian employees are aware of the job vacancies within the department.

- **Measurement:**

The number of posting forwarded to civilian employees.

- **HPD Progress:**

Presently employees seeking to apply for a position for a promotion, transfer, or reclassification, within the city/department can view all the vacancies on the City of Houston website. Currently, Division Commanders have the option to send out an email if they want to regarding Civilian Vacancies within their Division. There were twenty-five (25) civilian job postings for the 1<sup>st</sup> quarter of FY2014. Some postings are a result of a job audit, reclassification of entire classification, or reorganization of a division. The posting process in these situations were just a formality to move the paperwork through the system. Presently Employee Services say they do not have the time or manpower to pick and choose which postings to forward to civilian employees via mail manager. Forwarding all vacancies via mail manager could create grievance situations.